



ARIZONA DEPARTMENT OF ECONOMIC SECURITY

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Jane Dee Hull
Governor

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Director

September 13, 2001

WORKFORCE INFORMATION MEMO #14-01

SUBJECT: State Technical Assistance Plan

REFERENCES: P.L. 105-220134 (a)(3)(A)(ii)

BACKGROUND: The state of Arizona Workforce Development Administration has developed a state technical assistance plan, based in large part on the activities conducted throughout the Summer of 2001, to assess local area needs for technical assistance and capacity building. The intent of a technical assistance plan is to build quality into the Workforce System.

ACTION: Each local area is encouraged to develop a technical assistance plan in collaboration with local partners that reflect intentional strategies that support continuous improvement as a part of the larger state and national workforce system.

If you have any questions, please contact Ms. Gwen LeaMon or Ms. Pat Gregan at (602) 542-3957.

Sincerely,

A handwritten signature in black ink, appearing to read "Desiree Taggart". The signature is stylized with a large, sweeping "D" and a long, horizontal stroke at the end.

Desiree Taggart
MIS Policy Manager

DT:tyl

Enclosures

**STATE OF ARIZONA
TECHNICAL ASSISTANCE PLAN
TITLE 1-B
WORKFORCE INVESTMENT ACT

EXECUTIVE SUMMARY**

Purpose:

Technical assistance is the way quality is built into the Workforce Investment System. The system “includes all of the public and private investments and activities undertaken to ensure that individuals both are employable and have jobs, and simultaneously to ensure that companies can find and develop the skilled workforce, they need to be successful in the world marketplace.” It is the intention of this plan to develop and provide technical assistance to the system’s practitioners to the end, that the system’s customers receive services that both satisfy need and are free of deficiencies.

Vision:

We in the Arizona Workforce System will collectively implement a Technical Assistance and Training (TAT) initiative that assesses our system’s TAT needs on a continuing basis and meets those needs by providing quality training and technical assistance. The system will create an electronic library of training and resource materials that are directly available to the user. It shall continuously build staff capacity at the state and local level and establish a mechanism and process to coordinate the continuing development and delivery of TAT resources. The foundation for this high performance workforce system will be the Malcolm Baldrige Quality Principles for achieving performance excellence.

Mission:

The TAT plan identifies technical assistance strategies that will drive the Workforce Development System at the state and local level in achieving its common mission to:

- ✓ Implement and effectively operate the Workforce Investment Act using quality assurance technical assistance.
- ✓ Develop a performance management system that is customer driven and that guides the system toward achieving continuous improvement in program performance.
- ✓ Provide quality services to all customers being served in the workforce system.

Principal Goals and Objectives:

The TAT strategy reflected in this plan is built around five principal activities, with each activity having a goal and a set of objectives and tasks to meet that goal. Each activity is equally important and dependent on all of the other activities. All must work in concert to ensure the success of the entire TAT effort.

- 1. Conduct Needs Assessment:** The goal is to develop a needs assessment process that gathers information on an ongoing basis from practitioners at every level and continues to re-assess the approach for meeting those needs. Information will be gathered from special surveys; from needs assessment information that is collected at regular meetings, conferences, training sessions and by determining the underlying TAT needs that are reflected by inadequate program performance.
- 2. Meet Identified Needs:** The goal is to develop training, technical assistance and resource materials that are of high quality and responsive to the TAT needs that have been identified. The plan identifies an approach for fully implemented workforce areas to share information about their successful experiences. This sharing of information will be accomplished through conference calls and individual area meetings with the State Office to answer questions and provide timely information. An extended schedule will be designed to develop TAT products to address ongoing needs and the specific needs of areas that are at various stages in WIA implementation. The plan proposes the development and funding of model projects and best practices to be used for training and information sharing. These will detail information and/or models in such content areas as workforce board training, youth program services, customer satisfaction and feedback and performance measures recovery.
- 3. Establish an Electronic Resources Library:** The goal is to develop a TAT web site to house training and other resource materials that are available for general use by electronic access. The site will contain a table of contents organized by subject area, e.g. the nine policy initiatives for which local workforce boards are responsible. The site will provide access for viewing and downloading such resources as training presentations, technical modules, question and answer scripts and descriptions of model approaches and access to expert contact persons. New materials will be added as they are developed. The site will also contain hypertext links or web site addresses to connect the user to ETA and other state web sites, and to other resources developed by partner agencies and organizations that foster continuous improvement and quality initiatives, e.g. Simply Better, America's Learning Exchange, etc.

4. **Build Staff Capacity:** The goal is to build upon and continuously improve the technical capacity of workforce development staff at the state and local level. It is a life-long learning strategy. One objective is to identify existing staff with expertise, and continue to develop more staff for this group. They will be subject matter experts in key program and administrative topical areas. These experts will be recruited to identify and/or develop training and other resource materials and provide training and technical assistance in the system as called upon by the State Office, local one-stop operators and various service providers. A second objective is to have each expert group be responsible for establishing, maintaining and expanding training and resource materials that are contained in the TAT electronic library.

Goal 5. Coordinate and Continue TAT Activities: The goal is to establish a mechanism and process for coordinating and continuing the TAT activities identified in this plan. The plan requests the State Office, one-stop center partners, service providers, local workforce boards and other organizations with TAT capacity to identify a contact person who will be listed in the directory of contact persons in the electronic library. From this group of individuals, a TAT Taskforce will be organized to coordinate, maintain and facilitate the activities described in this plan. Further, the Taskforce will refine and revise the State TAT plan on an annual basis by using general needs assessment results, customer satisfaction survey results and local area program performance measures. Additionally, the Taskforce will review proposed uses for WIA TAT funds and recommend proper resource distribution and equitable financial support for the continuous improvement of the Arizona Workforce System.

STATE OF ARIZONA

TECHNICAL ASSISTANCE PLAN TITLE 1-B WORKFORCE INVESTMENT ACT

ACTION PLAN

The WIA Technical Assistance strategy in this plan is built around five principal activities. Each activity has a goal and a set of objectives and tasks to meet that goal. Each activity is equally important and dependent on all of the other activities. All must work in concert to ensure the success of the entire TAT effort. Below are the detailed activities and the time line for implementation.

Goal 1. Conduct Needs Assessment: The Technical Assistance and Training (TAT) initiative will begin with a system-wide needs assessment. The tools used to collect information initially from staff will be “Checklist of Local Technical Assistance Needs for the Operation of WIA’ and the “Quick Check of WIA Technical Assistance Survey. Another part of the general assessment will be to ask the Workforce Area directors to identify specific administrative and program issues that need special attention. Further, the TAT Taskforce, (see Goal Five) will host an annual statewide TAT assessment conference for all workforce area board chairs, one-stop center partners, vendors of services and community leaders to discuss challenge issues, operational problems and resource identification.

- A. The Technical Assistance and Training (TAT) initiative will begin with a general needs assessment. The assessment will aid local workforce areas develop a local TAT Action Plan. It will provide information requisite to build a state plan that identifies technical assistance strategies necessary for quality operations performance.
- B. Workforce Area directors will be asked to identify administrative and program issues that need attention for full implementation of WIA. Local areas will be provided instruments to conduct additional local assessments of required partners’ readiness to participate in the system; analyze local needs assessments; develop recommendations for specific training products, tools etc.; revise and/or expand training projects and propose TAT statewide, regional and/or local training activities.
- C. The TAT Taskforce (see Goal 5) will target workforce areas for specialized TAT that includes: review of local plans; arrangement of TAT meetings with areas to identify resources and training expertise; facilitate state-wide dialogue with WIA service providers concerning operations activities; develop topical/subject dialogue with workforce areas that have completed WIA implementation and identify partner needs and training resources for common and collective training activities.

- D. The TAT Taskforce will host an annual state-wide TAT assessment conference for all workforce area directors, board chairs, one-stop center partners, vendors of services and community leaders to discuss challenge issues, operational problems and training options to remedy identified problems.

Goal 2. Meet Identified Needs: The goal is to develop technical assistance and training and identify resource materials that are of high quality and responsive to the assessed needs. The Plan identifies an approach for fully implemented workforce areas to share 'best practices' and 'show case' projects and other TAT products used to address the needs of workforce areas still in progress toward implementation of WIA. The plan proposes to develop several TAT modules to be used for training and information sharing. These items will provide detailed information for WIA implementation and operation.

- A. The TAT Taskforce will meet to evaluate the results of the initial needs assessment, and recommend categories of technical assistance and training that will be addressed through sessions organized for local workforce areas.
- B. The State Office will set up TA teams and schedule several training sessions to provide on-site technical assistance to local workforce areas. The training will include partner agencies, service providers, community based organizations and employer groups.
- C. The State Office will promote at the local level through awarding capacity building grants, continuous improvement principles that incorporate customer satisfaction, program performance management, and fiscal accountability.
- D. The State Office will promote Malcolm Baldrige Quality Principles as core building blocks of high performance through training local workforce boards and staff in the Baldrige principles.
- E. The TAT Taskforce using information gathered from on-site training technical assistance teams, required partners and customer surveys will review, revise and develop other assessment instruments and checklists to collect feedback from all involved in the one-stop center and the local workforce system.
- F. The State Office will identify and promote use of tools, products and other TAT resources, e.g. Simple Better, America's Learning Exchange (Tools of the Trade).
- G. The State Office will develop a system-wide continuous improvement strategy to assist state and local one-stop partner agencies enhance program collaboration and services integration.

Goal 3. Establishing an Electron Resource Library: The goal is to develop, in Arizona, a TAT website to house training and other resource materials that are available for general use by workforce practitioners. The site will contain a table of contents organized by subject areas, e.g. the nine policy initiatives of local workforce investment boards. The site will provide access for viewing and downloading such resources as training presentations, technical modules, question and answer scripts on various subjects and descriptions of 'best practices and lists of expert contact persons. New materials may be added as they are developed and approved for inclusion by a website committee. The site will also contain hyper-text links and/or website addresses to connect the user to ETA and other federal websites and to resources developed by states, local agencies and organizations that foster continuous improvement and quality initiatives for local workforce systems.

- A. The State Office will in collaboration with one-stop center partners, establish a website to access state and local TAT resources that includes organizing a website committee composed of technicians and program specialists drawn from state agencies and local workforce area staff.
- B. The WebSite Committee will design a homepage website structure with links to other pages, identify community TAT sources and collect, evaluate and include private sector resources to build, maintain and expand the electronic library.

Goal 4. Build Staff Capacity: The goal is to build upon and continuously improve the technical capacity of the workforce development staff at the state and local level. One objective is to identify existing state and local staff with subject matter expertise and to add other staff to this group. This group will be expert in key program areas such as those identified in the 'Checklist of Local Technical Assistance Needs for the Operation of WIA' and the 'Quick Check Needs Assessment Survey'. These individuals will be recruited to identify and/or develop training and other resource materials. They will provide training and technical assistance to the system as requested by the State Office, local workforce boards and one-stop operators. Additionally, each expert group will be responsible for establishing, maintaining and expanding the training and resource materials that are contained in its section of the library.

- A. The TAT Taskforce will form teams of state and local staff around critical subject and skills areas to provide continuing technical assistance to the workforce system. These include: workforce board strategic planning and policy development; one-stop center partner inclusion; delivery system development; customer identification, satisfaction and feedback processes; staff capacity building to enhance services delivery and development of financial and Management Information Systems (MIS).

- B. The TAT Taskforce will identify state and local staff who are expert in WIA subjects and workforce skills areas and distribute the team listings to all local workforce areas.
- C. Each subject/skill team will identify and/or develop training materials and other TAT products that address the following needs: regulations' requirements; technical training to establish performance measurements and specialized subject matter training, i.e. individual training accounts, memorandums of understanding, common intake methods and eligible training provider selection.
- D. The State Office will provide TAT to local and state partners' staff as requested by federal agencies, e.g. HUD, and other state agencies, e.g. Arizona Department of Commerce, employer groups and community based organizations.
- E. The TAT Taskforce will be responsible for establishing, maintaining and providing oversight to expand the training and resource materials contained in the TAT electronic library.

Goal 5. Coordinate Continuing TAT Activities: The goal is to establish mechanisms and processes to coordinate and perpetuate WIA TAT activities identified in this plan and secure other resources to supplement and expand the state-wide technical assistance effort. The plan includes having the State Office, each workforce area and/or one-stop center operator identify a contact person(s) who will be listed in the TAT directory of contact persons in the electronic library. From this group of individuals, a TAT taskforce will be organized to coordinate, maintain and deliver the activities described in this plan. Further, the Taskforce will review local technical assistance plans, customer satisfaction surveys and local workforce area program performance measures to revise the State TAT plan on an annual basis. The Taskforce will review proposed uses for WIA TAT funds and recommend proper resource distribution and equitable financial support for the State Workforce System.

- A. The State Office will establish a network of TAT contact persons drawn from several levels of the workforce system and form a WIA TAT Taskforce. The composition of the Taskforce shall reflect geographical, topical and cultural interests.
- B. The State Office will develop the roles and responsibilities of the Taskforce to include the following: initiate surveys to assess state wide TAT needs; recommend training topics, locations and resources and coordinate expert action teams to deliver training. The Taskforce will update the electronic library, recommend local TAT plans and projects for funding and identify community and private resources available for TAT activities.
- C. The TAT Taskforce will analyze customer satisfaction surveys, local workforce area plans and program performance achievements to revise the State TAT Plan.

WIA TAT ACTION PLAN – GOAL 1

Task Name	Resources	Start Date	Projected End Date	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
CONDUCT NEEDS ASSESSMENTS		7/1/01	12/31/01	x	x	x	x	x	x	x	x	x	x	x	x
Develop Interview Appointments	Contractor	7/1/01	7/15/01	x											
Distribute TAT Checklists	Contractor	7/1/01	7/15/01	x											
Interview Staff/Board Chairs	Contractor	7/1/01	8/15/01	x	1/2x										
Collect Assessment Data	Contractor	8/15/01	9/1/01		1/2x										
Evaluate Report Assessment Data	TAT Taskforce	9/1/01	9/15/01												
Distribute TAT Instructions, Applications	State WIA Office	9/1/01	9/15/01			x1/2									
Provide Assessment Information to Local	State WIA Office	9/15/01	10/1/01			1/2x									
Develop Local TAT Plan	Local Workforce Bb.	9/15/01	10/1/01			1/2x									
Apply for TAT Funds	Local Workforce Bd.	10/1/01	11/1/01				x								
Evaluate Applications, Provide TA	TAT Taskforce	11/1/01	12/31/01					x	x	x	x	x			
Annual State Conference, TA Issues	TAT Taskforce	11/15/01	12/31/01				1/2x	x	x						

WIA TAT ACTION PLAN – GOAL 2

Task Name	Resources	Start Date	Projected End Date	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
Meet Identified Needs	State WIA Office	9/1/01	3/31/02			x	x	x	x						
TAT Taskforce Meets, Sets Training	TAT Taskforce	9/15/01	12/31/01			1/2x	x	x	x						
TA Teams go on Site	State WIA Office	9/15/01	6/30/02			1/2x	x	x	x	x	x	x	x	x	x
Awards TA Grants	State WIA Office	11/1/01	12/31/01					x	x	x	x	x	x	x	x
Local Boards Get Baldrige Training	State WIA Office	1/1/02	6/30/02							x	x	x	x	x	x
Feedback, Develop New Tools	TAT Taskforce	1/1/02	6/30/02							x	x	x	x	x	x
Local Areas Have Electronic Access	State WIA Office	2/1/02	6/30/02								x	x	x	x	x
Special TA to One-Stop Partners	State WIA Office	11/15/01	4/15/02					1/2x	x	x	x	x	x1/2		

WIA TAT ACTION PLAN – GOAL 3

WIA TAT ACTION PLAN – GOAL 4

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WIA TAT ACTION PLAN – GOAL 5

Task Name	Resources	Start Date	Projected End Date	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
Coordinate Continuing TAT Activities	TAT Taskforce	9/1/01	6/30/02			x	x	x	x	x	x	x	x	x	x
Identify Local TAT Contact persons	TAT Taskforce	9/1/01	10/1/01			x									
Establish TAT Taskforce	State WIA Office	9/1/01	10/1/01			x									
Initiate TAT Needs Assessment	TAT Taskforce	4/1/02	6/30/02										x	x	x
Recommend Training Topics, Locations	TAT Taskforce	9/1/01	11/1/01			x	x								
Coordinate TA Teams	TAT Taskforce	10/1/01	6/30/02				x	x	x	x	x	x	x	x	x
Update the Electronic Library	TAT Taskforce	11/1/01	6/30/02					x	x	x	x	x	x	x	x
Recommend Local Plans for Funding	TAT Taskforce	11/1/01	12/31/01					x	x						
Identify Community Resources	TAT Taskforce	9/1/01	6/30/02			x	x	x	x	x	x	x	x	x	x
Analyze Customer Feedback	State WIA Office	11/1/01	6/30/02					x	x	x	x	x	x	x	x
Review Local Workforce Performance	State WIA Office	11/1/01	12/31/01					x	x						
Revise the State TAT Plan	TAT Taskforce	3/1/02	6/1/02									x	x	x	